

**THERE'S
STRONG.**

**THEN THERE'S
ARMY STRONG.**



LAUNCH GUIDE 2006

ARMY STRONG.™



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There's strong
And then there's ARMY STRONG.SM
It is not just physical strength;
It is emotional strength.
Not just the strength to obey,
The strength to command.
The strength to build
And the strength to tear down.
The strength to do good today
And the strength to do well tomorrow.
There is nothing on this green earth
That is stronger than the U.S. Army.
Because there is nothing on this green earth
Stronger than a U.S. Army Soldier.
ARE YOU ARMY STRONG?



WELCOME TO ARMY STRONG.SM

This November, we will launch a recruiting effort to communicate the power and dignity of the U.S. Army Soldier to our nation and the world. At the center of this effort is a new communications platform and advertising campaign that portray the true strength of our U.S. Army Soldiers—Active Duty, Army Reserve and National Guard. The campaign reaches out to the next generation of young adults who choose to experience Army strength, positively impacting their future and the future of our nation.

The campaign will carry a new tagline: ARMY STRONG.SM This line unifies a comprehensive communications strategy that will include television, radio, interactive media, direct mail, special events, grassroots efforts, text messaging, e-mail, the goarmy.com site, as well as recruiting center posters and collateral.

Army Strong communicates the unique brand of strength the U.S. Army finds and forges in its Soldiers. It is a mental, emotional and physical strength developed through challenging training, teamwork, shared values and personal experience.

Through this campaign, the U.S. Army will reach out to a new generation of prospects, conveying to young people that there is a career, a challenge, and a mission waiting for them in the U.S. Army. The campaign will also provide encouragement and confirmation to those who understand and support the decision of their loved one, friend or employee to serve in the Army.

The impact of the Army Strong campaign will not be limited to active duty recruiting efforts. It will also be utilized in recruiting for the Army Reserve and the Army ROTC. Across each print ad, television spot, interactive ad, direct mail piece, banner, event, and poster, Army Strong will elevate the entire recruiting mission of the Army, energize your own recruiting efforts, and engage the Soldier of tomorrow.



HOW THE ARMY BRAND HAS EVOLVED.

For over 231 years, the U.S. Army has been at the forefront of winning and protecting freedom across the globe. And throughout its history, recruiting our nation's best and brightest to become Soldiers has been a vital part of the U.S. Army mission.

In 1973, USAREC began recruiting an all-volunteer Army and recruiting advertising campaigns have been an established part of the U.S. Army ever since. From 1971 to 1981, recruiting taglines included: "Today's Army Wants to Join You", "Join the People Who've Joined the Army" and "This is the Army."

A new campaign launched in 1981 touting the now familiar tagline: Be All You Can Be. This campaign was designed to attract high-quality recruits who wanted to make something special of themselves while learning valuable skills, earning money for college, and serving their country.

In 2001, research indicated that a new approach was needed. The Army Of One campaign was developed to speak to every young adult's need for individuality and, at the same time, address the desire to be a part of a powerful, important group—the U.S. Army. The campaign showed Soldiers doing things they would not otherwise be doing outside the U.S. Army at such a young age. It capitalized on the "I want it now" attitude by showing tangible and immediate benefits achievable by joining the Army.

The Army Strong campaign builds on the theme of personal challenge and reward established with Army of One by highlighting the transformative power of the U.S. Army. It focuses and defines the Army of One message of individual achievement by capturing the defining experience of U.S. Army Soldiers—becoming Army Strong.

Army Strong is about a type of strength that comes from within, that is evident on the outside, that will not break under pressure, that commands respect, and that never fades. Army Strong brings the strength evident in every U.S. Soldier—past, present and future—to the forefront. And in doing so, it positions the U.S. Army as the place to get this unique kind of strength.

DIGITAL CAMOUFLAGE.

The Army Strong campaign utilizes the durable, instantly recognizable pattern and fabric of the greatest landpower force on earth: Digital Camouflage canvas.

Proprietary. Telegraphic. Infinitely extendable and applicable across all media. The elements of the Digital Camouflage pattern are individual pixels. These become the graphic building blocks throughout the campaign. Symbolically, they are individual Soldiers, individual opportunities. Taken as a whole—as the fabric—they represent the scope and strength of the entire U.S. Army.

This graphic language will be utilized across all points of contact: advertising, the Web, interactive initiatives, recruiting stations, recruiting materials, etc.

HOW TO TALK ABOUT ARMY STRONG.SM

Here's how to respond to a prospect, a school counselor, a parent or veteran who asks you about Army Strong. Your answers help maintain a clear and consistent message.

Q: WHAT IS ARMY STRONG?

A: It is the tagline, or signature, for the new Army recruiting campaign that will roll out in November 2006. What's important to understand, however, is that this line captures an idea: Army Strong is a unique brand of strength personified by every U.S. Army Soldier—Active Duty, Army Reserve and National Guard.

Q: WHAT DOES ARMY STRONG MEAN?

A: Army Strong reflects the Soldier. It is about the men and women who have served, who are serving today; and about the next generation, including Cadets, that has the opportunity to become Army Strong. Army Strong is a commitment to serve and an opportunity to transform young Americans into powerful individuals who are mentally, emotionally and physically strong.

Q: HOW DOES THIS RELATE TO THE BE ALL YOU CAN BE AND AN ARMY OF ONE CAMPAIGNS?

A: Army Strong builds on the foundation of 30 years of recruiting advertising campaigns for the all-volunteer force. Each Army campaign has been built on the foundation of the core Army values. The tagline Army Strong is new, and the creative advertising and communication campaign that supports it is new. But the two insights that have always guided Army recruiting advertising have remained unchanged. The first insight is that the U.S. Army builds lifelong strength in its Soldiers through training, teamwork, personal experience and shared values. The second insight is that American Soldiers themselves—making a difference in their lives, in their communities and for our nation—are the most compelling example of this strength. The creative expression, but not the core truth, has changed over time to capture the interest of new generations of future Soldiers.

Q: I'VE HEARD PEOPLE TALKING ABOUT THESE NEW U.S. ARMY ADVERTISEMENTS. WHEN AND WHERE CAN I SEE THEM?

A: Television commercials will begin airing nationally in November 2006. Advertising will be placed on TV shows, radio stations and in magazines. There also will be a vigorous online component.

Q: ARE ACTUAL SOLDIERS BEING USED IN THE ADVERTISING?

A: Yes. No actor could ever authentically convey the power and intensity of an Army Strong Soldier. That's why every Soldier portrayed in the new Army Strong advertising campaign is an actual U.S. Army Soldier.

Q: WHAT DO SOLDIERS THINK ABOUT THE CAMPAIGN?

A: U.S. Army Soldiers have been integrally involved in the development and launch of this campaign. They are proud of it and how it conveys their strength and the Army's strength.

Q: WHAT TYPE OF PERSON IS THE U.S. ARMY LOOKING TO REACH WITH ITS NEW CAMPAIGN?

A: The U.S. Army is looking for men and women interested in becoming mentally, emotionally and physically stronger. The U.S. Army offers opportunities to develop enduring strength through challenging training, teamwork, personal experience and shared values.

Q: HOW WILL THIS CAMPAIGN IMPACT PARENTS AND OTHER INFLUENCERS?

A: Army Strong will speak to parents, friends, employers and everyone who understands and supports the decision of their loved one to serve our nation and elevate his or her future. A Soldier's personal decision to serve demonstrates collective strength: strength from within himself/herself, strength from within his/her family and strength from those who influence this important war-time choice for our nation. This campaign recognizes and respects the views of those who influence and care about future Soldiers—parents, friends, family, community and employers—and encourages the kind of dialogue that is needed when making a life-changing decision.

Q: HOW WAS THIS CAMPAIGN DEVELOPED?

A: Army Strong was informed by research and inspired by interactions with Soldiers. In December 2005, after a competitive search, the Army awarded its advertising contract to McCann Worldgroup, one of the world's largest communications companies. This new external agency conducted in-depth research and met with hundreds of Soldiers—with new recruits, Soldiers in AIT, senior officers, Cadets, Special Missions Soldiers and Army Reserve Soldiers.

Q: WHAT DOES THE ARMY HOPE THE NEW CAMPAIGN WILL ACHIEVE?

A: The U.S. Army is committed to attracting individuals to preserve peace and security at home and around the world. This begins with our recruiting process and requires Soldiers who are Army Strong. The best method to attract a new generation of young adults to serve is to highlight American Soldiers and offer a call to join them.

Q: WHY DOES THE ARMY THINK THIS CAMPAIGN WILL BE SUCCESSFUL?

A: Army Strong was tested with prospects and influencers—the very kind of people the Army is working to engage. Army Strong tested extremely well in that research, garnering some of the most positive feedback the Army has seen in years. Most important of all, the qualitative feedback was that this campaign, this brand of strength, powerfully elevated the image of the Army.

Q: WHY WOULD SOMEONE CHOOSE THE U.S. ARMY?

A: This campaign highlights the strength the Army finds, forges and fosters in young Americans. U.S. Army Soldiers consistently take pride in making a difference for themselves, their families, their communities and our nation. Army Strong conveys the message that there is a career, challenge and mission waiting for them in the U.S. Army.

RECRUITER KEY MESSAGES.

- ⌘ U.S. Army Soldiers are mentally, emotionally and physically strong. Soldiers develop enduring strength through challenging training, teamwork, shared values and personal experience.
- ⌘ ARMY STRONG.™ is about every U.S. Army Soldier—Active Duty, Army Reserve and National Guard. It is about the men and women who have served and are serving today; and about the next generation, including Cadets, that chooses to become Army Strong, positively impacting their future and the future of our nation.
- ⌘ The U.S. Army endows a unique brand of strength in its Soldiers, a strength that is mental, emotional and physical; a strength the Army is capable of finding, forging and fostering.
- ⌘ U.S. Army Soldiers consistently take pride in making a difference for themselves, their families, their communities and our nation.
- ⌘ A Soldier’s personal decision to serve demonstrates collective strength—strength from within himself/herself, strength from within his/her family and strength from those who influence this important war-time choice for our nation.
- ⌘ The Army and its Soldiers are strengthened by those who understand and support the decision of their loved one, friend or employee to serve our nation and elevate his or her future.
- ⌘ Army Strong captures the voice of the U.S. Army Soldier. Research shows that when Soldiers discuss their personal careers and motivations and their own Army experiences, it makes a compelling impact on prospective recruits. All Soldiers are encouraged to tell their story and ask others to visit goarmy.com.
- ⌘ The U.S. Army is committed to attracting individuals to preserve peace and security at home and around the world—that begins with our recruiting process.
- ⌘ This Army Strong campaign is launching via TV, radio, print direct mail, Internet and goarmy.com. The U.S. Army is employing web-based technology to recruit the next generation of Soldiers through a vigorous online presence.

LAUNCH TIMELINE.

The Army Strong advertising campaign will launch in November 2006 with a vigorous media schedule to reach prospects and influencers.

High-Profile TV Launch

In addition to our regular schedule, we also will have a very high-profile presence on the following shows and networks for the first three weeks of the campaign launch:

- | | | |
|---------------------------------|-------------------------------------|----------------|
| ⌘ NBA on TNT | ⌘ Fox NFL | ⌘ CW Primetime |
| ⌘ NBC NFL Sunday Night Football | ⌘ Adult Swim, CMD, ESPN, MTV, Spike | |

High-Profile Online Launch

On 10 Nov and 15 Nov, we will support the launch online with two big bursts of activity, dominating key web sites with Army placements:

- | | |
|--------------------------------------|----------------------------------|
| ⌘ Yahoo! Homepage | ⌘ FoxSports—all pages |
| ⌘ MSN Hotmail, MSN Messenger, | ⌘ MSN Homepage |
| MSN Entertainment, Games & Lifestyle | ⌘ MTV Homepage and Music Section |



ARMY STRONG ADDRESSES RECRUITING CHALLENGES.

The Army's Recruiting challenge—building a volunteer force sufficient to meet the demands of the global war on terror and our nation's other commitments—is significant:

- ✧ Fewer young adults today are considering the military.
- ✧ Among prospects that are considering joining the military, the Army is declining as their first choice.

Further hindering recruiting efforts is the fact that prospects do not understand the unique benefits of becoming a U.S. Army Soldier:

- ✧ While prospects associate 'Soldier' with the Army, most also associate the term with other branches of service.
- ✧ Prospects are more likely to associate the Army Soldier rather than members of other branches with:
 - Protecting our nation's freedom
 - Being prepared to defeat the enemies of the United States
- ✧ However, prospects are less likely to associate a member of the U.S. Army with the aspirational qualities of a Soldier:
 - Never accepting defeat
 - Being mentally, emotionally and physically strong

Army Strong addresses these communication challenges:

- ✧ Army Strong presents a clear and compelling picture of the strength and dignity of the U.S. Army Soldier.
- ✧ It differentiates the Army from other branches by illustrating the unique strength that is gained from becoming a Soldier.

Army Strong was tested extensively with prospects and influencers and stood out as the clear winner among the concepts tested:

- ✧ Army Strong received some of the best feedback from prospects that the Army has seen in years.
- ✧ Testing showed that the campaign elevates the image of the Army and differentiates it from other branches of service.
- ✧ Prospects identified Army Strong as something only the U.S. Army could deliver.

WHAT PROSPECTS SAY ABOUT ARMY STRONG.™

"IT'S ABOUT TOTAL STRENGTH—PHYSICAL, EMOTIONAL, THE WHOLE NINE."

"IT'S LIKE A DIFFERENT, ELEVATED STRENGTH THAT YOU CAN ONLY GET IN THE ARMY."

"IT'S ABOUT HELPING YOUR COUNTRY OUT BY SERVING YOUR COUNTRY, FIGHTING FOR YOUR COUNTRY."

"IT'S PATRIOTIC AND INTENSE...I DON'T KNOW, IT JUST MAKES YOU FEEL PROUD."

"IT HAS AN ENERGY TO IT THAT FITS WITH HOW I THINK ABOUT THE ARMY."

"IT ACTUALLY GIVES YOU AN IDEA OF WHAT LIFE IS LIKE IN THE ARMY."

"IT'S MEMORABLE. AND YEAH, IT'S PRETTY CLEAR—THE ARMY CAN MAKE YOU STRONGER. PERIOD."

"IT TALKS A LOT ABOUT THE FUTURE AND HOW THE ARMY CAN HELP YOU. AND THAT'S WHAT PEOPLE OUR AGE ARE THINKING ABOUT."

"IT SHOWS HOW THE ARMY CAN HELP PEOPLE AND MAKE A DIFFERENCE; NOT JUST ALL THE NEGATIVE STUFF WE HEAR IN THE NEWS."

"ONLY THE ARMY CAN MAKE YOU STRONGER, MORE SKILLED, MORE CONFIDENT THIS WAY."

"IT GIVES ME A SECOND THOUGHT ABOUT JOINING THE ARMY, THE OPPORTUNITIES THAT IT CAN OFFER ME, ABOUT A LONG-TERM CAREER AND ACHIEVEMENT."



UNDERSTANDING ARMY PROSPECTS.

U.S. Army research on broad reach media finds most prospects fit into four categories. Each segment has unique interests and motivators. Use the descriptions below to reinforce Army Strong with potential prospects.

DEFENDERS

- ✧ Interested in protecting their beliefs, family, friends and country
- ✧ Believe it's important to do the right thing
- ✧ Admire the military or are from military families
- ✧ Feel Americans should serve when needed
- ✧ Motivated by service to country, personal development and new challenges
- ✧ Believe the Army is an honorable occupation

Army Strong Message:

Army Strong is calling you to a new level of personal courage and individual strength; a strength personified by every U.S. Army Soldier.

HAVE IT NOWS

- ✧ Interested in gaining status by acquiring things and experiences
- ✧ Believe it's important to be recognized by others
- ✧ See the military as a means to an end to get rewards
- ✧ Often join with friends
- ✧ Motivated by finding a place to make something of self
- ✧ Interested in becoming a leader
- ✧ Look forward to exciting adventures and pursuing physical fitness

Army Strong Message:

U.S. Army Soldiers consistently take pride in making a difference for themselves, their families, their communities and our nation.

UNREALIZED DREAMS

- ✧ Interested in finding a path and reaching their goals
- ✧ Believe it's important to be a solid person
- ✧ Realize that the military can create change, but think they can always join later
- ✧ Motivated by leadership, personal development, job security
- ✧ Looking for a path to a better job
- ✧ See the Army as a way to express their character

Army Strong Message:

Army Strong is about being a part of something powerful and making your mark.

OPTION SEEKERS

- ✧ Interested in being in charge of their own destiny
- ✧ Believe it's important to have choices in life
- ✧ See the military provides training and benefits, but worry you have to sacrifice too much
- ✧ Motivated by money for college, technical skills, job training and access to jobs
- ✧ Interested in the financial benefits of a military career

Army Strong Message:

Army Strong has a career, a challenge and a mission waiting for you. It gives you the strength to do good today and strength to do well tomorrow.

ARMY STRONG IN THE U.S. ARMY RESERVE.

In late November, the first television ads will appear extending the Army Strong campaign to the U.S. Army Reserve to:

- ✧ Educate prospects as to the unique role of the Army Reserve and the advantages of becoming a citizen Soldier
- ✧ Clarify and differentiate the Army Reserve from the active Army and thus reduce the amount of confusion and uncertainty regarding perceptions of the Army Reserve
- ✧ Raise the overall image of the Army Reserve by strengthening the prospect's understanding of its role within the larger Army

Army Strong Message for Army Reserve:

I will become a stronger person as a citizen Soldier in the U.S. Army Reserve.

As a Soldier in the U.S. Army Reserve, you can tap into and contribute to the strength and power of the greatest team on earth. Being part of this winning team not only strengthens you as a Soldier, but also allows you to strengthen your own daily civilian life.



ARMY STRONG IN ARMY ROTC.

Army ROTC recruiters have already received the first merchandising posters, but there's much more to come. Further development is currently underway for a new ROTC campaign that will:

- ✧ Communicate and make relevant the value of the Cadet experience and U.S. Army Officership through the ROTC program
- ✧ Educate prospects as to the unique role of Officers in the U.S. Army, and the advantage of achieving Officership through the Army ROTC program
- ✧ Distinguish the ROTC leadership message from active Army and Army Reserve messages

Army Strong Message for Army ROTC:

I will become a stronger person through Army ROTC because I won't just be a college graduate, I'll be a U.S. Army Officer and a leader of Soldiers in the most powerful Army in the world.

As an Army Officer you develop the mental, emotional and physical strength to inspire and lead Soldiers, as well as manage strategic initiatives. This badge of strength—also held by countless Army ROTC graduates that have gone on to become some of the world's most influential leaders in business, industry, academia, and government—will be a powerful foundation of leadership ability that is unique, highly respected and forever sets you apart.





ARMY STRONG.™